



# **2007 Strategic Plan**

Phase 4 – Validating the Framework Results

June, 2007

# Table of Contents

Table of Contents .....	2
Executive Summary .....	4
Vision .....	4
Theme 1 – Urban Design and Sustainable Growth .....	5
Theme 2 - Personal and Community Well-Being.....	5
Theme 3 - Economic Opportunity.....	6
Theme 4 – Arts, Culture, Heritage and Learning .....	6
Theme 5 – Government and Community Involvement .....	7
Theme 6 – The Natural Environment.....	7
Phase Four Review .....	8
Introduction .....	8
Purpose .....	8
PART 1 – Method Components .....	9
1.0 Community stakeholder focus groups .....	9
Schedule .....	10
Session Management .....	10
Materials .....	10
1.1 Randomly selected resident groups .....	11
Method .....	11
Schedule .....	11
Session Management .....	11
Materials .....	11
1.2 Public Meetings.....	12
Schedule .....	12
Session Management .....	12
Materials .....	13
1.3 Staff Focus Groups.....	13
Schedule .....	13
Session Management .....	14
Materials .....	14
1.4 Additional Community Group Meetings.....	14
Schedule .....	14
Session Management .....	15
Materials .....	15
1.5 SMT Focus Group .....	15
Schedule .....	15
Session Management .....	16

Materials .....	16
1.6 Internet Survey .....	16
PART 2 - Summary of Results .....	16
Vision .....	17
THEME 1 – Urban Design and Sustainable Growth.....	17
THEME 2 - Personal and Community Well-Being.....	24
THEME 3 – Economic Opportunity.....	28
THEME 4 – Arts, Culture, Heritage and Education.....	31
THEME 5 – Government and Community Involvement .....	34
THEME 6 – Natural Environment .....	38
Conclusion .....	43

## **Executive Summary**

The purpose of Phase 4 was to consult on the draft community-driven strategic plan in order to gauge the extent to which it reflected the expectations and aspirations of staff, residents and the broader community. Moreover, this Phase was used to help surface potential actions that would help to realize the draft goals.

To this end the following were undertaken:

- Two community stakeholder focus groups;
- Two randomly selected resident focus groups;
- Two open invitation public meetings;
- Four staff focus group discussions;
- Two additional community group meetings by request (Action Read and the Guelph Youth Council);
- One SMT focus group; and an
- Internet survey.

Overall, feedback on the draft strategic plan was positive. The plan was typically viewed as thorough and comprehensive, and as reflective of the community's priorities and aspirations. There was strong – though not universal – support for the different plan components: vision, themes and goals. One participant, reflecting the views of many other, said simply: "This all sounds great to me, it's very exciting".

Notwithstanding the overall positive response to the draft vision, theme areas and goals, there were suggestions for refinements and enhancements. There was also interest in understanding how the City will work towards achieving the stated goals.

In sum, there is considerable support for the higher-level strategic themes and directions outlined in the draft plan and eagerness to see the goals translated into projects and initiatives that are successfully implemented.

### ***Vision***

The majority of both the community and staff were excited about and embraced the vision. Some referred to it as "inspirational and a definite stretch target". Most participants regarded it as well balanced and reflective of the goals and aspirations of the community. Some felt

that the select phrases used in the explanation of the over-arching vision statement were not specific enough. A number of participants asked that the vision be simplified and condensed to ensure it is more easily recalled. There was strong endorsement of the core thought reflected in the vision – that Guelph can and should be a City that makes a difference both locally and to the world.

### ***Theme 1 – Urban Design and Sustainable Growth***

This theme speaks to an issue area – how and where Guelph will grow and what the community should look like. The goals under theme one were typically well regarded. General comments focused on the need for neighbourhoods to be better connected, for enhanced accessibility and for increased attention to brownfield redevelopment. In addition, many participants endorsed the need for increased transit options both within the City and from Guelph to other destinations. In fact, there were numerous ideas for potential transit and road-related improvements. While there was general support for increasing the number of residents and jobs in the downtown area to help advance revitalization – and for maintaining the downtown as an asset and defining community attribute – many cautioned that an emphasis on this area cannot be at the expense of nurturing and supporting other city neighbourhoods.

### ***Theme 2 - Personal and Community Well-Being***

Goals in theme 2 were viewed as critical to the overall strategic plan. Many responded well to the ideas that supported Guelph as a complete lifecycle community – a place with services and something to offer to those of all ages and stages of life. There were calls for strengthening goal related references to recreation, social services, multiculturalism, volunteerism and philanthropy. Many suggested that the second goal concerning an enhanced trail system would be better placed in the first theme area along with actions that would see completion of the Trail Master Plan and cleaner, safer, more connected trails. Actions around developing more housing options, greater support for seniors, affordable access to health care facilities, attracting more doctors and other health care professionals, and improving security (primarily in the downtown) were considered key to achieving theme two goals.

### ***Theme 3 - Economic Opportunity***

The goals related to economic opportunity were widely recognized as a vital component of the strategic plan – in fact, some spoke to the importance of revenues from the non-residential tax base as being essential to funding broader community goals (including other components of the strategic plan). Retaining and attracting employers was viewed as critical. However, while there is agreement that Guelph is not necessarily right for all employers and all employers are not necessarily right for Guelph, there was no consensus on what constitutes a ‘good and desirable employer’.

Some noted that the goal concerning a sufficient land supply might have an impact on Guelph’s boundaries. In addition, some participants said that Guelph will need to become more ‘business friendly’ if it hopes to achieve the stated economic goals. These goals are seen as inextricably linked to future demographic and economic shifts, completion of the long term growth management strategy and enhanced marketing initiatives.

### ***Theme 4 – Arts, Culture, Heritage and Learning***

Some respondents felt this theme should be expanded to include an additional goal regarding the river system, which many cited as a tremendous asset and core part of Guelph’s heritage. Some participants described strong intellectual and emotional attachments to and affinities for the City’s built and cultural heritage – and, consequently, spoke in support of actions related to heritage preservation and cultural celebration. Though many are keen on honouring the past, there was also a stated willingness to move forward and integrate progressive (though context sensitive) design into the existing community fabric. Many also expressed support for measures to ensure that cultural opportunities are both affordable and accessible.

The notion of Guelph as a place that nourishes and contributes to life-long learning resonated with many. A number of participants spoke in favour of a new library in the downtown area. There were mixed opinions as to whether or not, in goal 4.3, music should be explicitly referenced as separate from other arts – some felt this was unduly emphasizing one ‘art’ while others found this wholly appropriate given the importance of music to Guelph.

## ***Theme 5 – Government and Community Involvement***

The goals of theme 5 were broadly endorsed and described as critical. There was agreement that the goal of ‘improved working relationships’ should be expanded beyond other levels of government to include agencies, commissions, boards and the voluntary sector. Respondents also indicated that an increase in the openness and the frequency of communication is vital for the success of the city. A number of new ways for communicating with the public were identified. There were also calls for greater investment in staff training, specifically in the areas of customer service as well as efforts to ensure that service delivery is continually improved and that the existing tools and programs are fully utilized. Community engagement and dialogue as well as continued high levels of professionalism amongst staff and Council were described as essential.

## ***Theme 6 – The Natural Environment***

The natural environment is an issue area that strikes a resonant chord with many - the goals in support of this theme were highly valued. Several specific tactics were recommended to ensure that the goals are met, among them, a comprehensive water strategy for the long term. Though there was general agreement that efforts to protect and expand the city’s tree canopy should be expanded, some participants noted that this thrust should be under the broader auspices of conserving and adding to Guelph’s ecological inventory. Some respondents called for air quality to be explicitly addressed in the goals under this theme. Respondents also wanted to see a clear definition of what leadership will mean as Guelph moves forward with its waste management practices. Many expressed an eagerness for the City to re-establish its more progressive practices including bringing the wet/dry facility back online. Though participants are looking to Guelph for leadership regarding the natural environment, it is generally accepted that the goals in this area will only be fully realized with the participation of the public and other stakeholders.

Throughout the validation phase of the 2007 strategic planning process numerous suggestions for improvement to the draft goals and ideas for actions to achieve those goals were voiced by staff and the broader community. The information captured will be examined closely and provided to Council and the Senior Management Team for consideration before the strategic plan is finalized. All feedback

gathered is considered indicative and directional in nature and is not statistically valid.

Once formally approved, the plan will reflect the community's long term vision for the future and the City's role in supporting that vision. The strategic plan will be used as an ongoing priority setting, decision-making and management tool to enhance organizational effectiveness and continue to demonstrate accountability to the community.

## **Phase Four Review**

### ***Introduction***

Validation is the fourth phase of the approved 2007 City of Guelph community driven strategic plan process. This phase involved a series of focus group discussions with staff and community stakeholders, public meetings and the creation of an on-line survey for further public input.

Through these methods a wide range of comments and suggestions for tactical actions that relate to the draft goals were captured. All the feedback received will inform the development of high level strategic actions in the final strategic plan and assist with the development of departmental business plans that are well aligned with the strategic plan.

It is important to note that all the information gathered is considered directional and indicative in nature only and is not statistically reliable. The information gathered will be provided to Council and the Senior Management Team in advance of the development and final approval of a new vision, mission, goals and strategic actions for the City of Guelph.

### ***Purpose***

The purpose of Phase 4 was to review the draft community strategic plan in order to gauge the extent to which the plan reflects the expectations and aspirations of staff and the broader community. To this end, the following actions were undertaken:

- Two community stakeholder focus groups;
- Two randomly selected resident focus groups;



Two public meetings;  
Four staff focus group discussions;  
Two additional community group meetings by request (Action Read and the Guelph Youth Council);  
One SMT focus group; and an  
Internet survey

A number of promotional efforts took place to support the validation phase including radio interviews, editorial coverage and news releases.

This report contains two parts. Part 1 contains information on the methodological components including background information, schedule, session management and materials that were used in the process of validating the strategic plan. Part 2 provides a summary of all information collected throughout the process.

## **PART 1 – Method Components**

### **1.0 Community stakeholder focus groups**

Selection of the community stakeholders was completed through a combination of purposeful and random selection. Lists of community organizations were compiled and then segmented by thematic headings including business, environment, arts, culture and heritage, sports and recreation, health and social services and neighbourhood groups. Organizations were then randomly selected from each group. The following organizations provided representation:

The Grand River Conservation Authority  
Guelph Jazz Festival  
United Way  
Exhibition Park Neighbourhood Group  
Guelph Synchronized Swimming  
Guelph Police Services  
Guelph Girls Hockey  
Upper Grand School Board  
University of Guelph Arboretum  
Pesticide Action Group  
Guelph Little Theatre  
Guelph Services for the Physically Disabled  
Guelph Soccer Association  
Guelph Business Enterprise Centre  
Ecological Farmers Association of Ontario

## Schedule

Meeting 1:	May 16 <sup>th</sup> : 5:30 pm - 7:00 pm Council Committee Room B Address: 59 Carden Street, Guelph 7 participants
Meeting 2:	May 16 <sup>th</sup> : 7:30 pm -9:00 pm Council Committee Room B Address: 59 Carden Street Guelph 9 participants
Total participants = 16	

## Session Management

Planning and supervision: Brenda Boisvert, Manager, Strategic Plan and Corporate Initiatives

Facilitator: Glenn Pothier, Consultant, Strategic Plan

Support: Cameron Webster, Assistant, Manager Strategic Planning and Corporate Initiatives

Glenn provided opening remarks and an introduction to the meetings along with an overview of the focus group content and procedures followed by review of the content of the draft community strategic plan

Brenda provided an update on the strategic plan process to date and covered the following areas:

- Community consultation and involvement in the process
- Review of action in phase 2
- Project timeline and next steps

## Materials

A workbook containing the draft strategic plan visions, theme areas and goals was given to participants for review and comment. The discussion was led in a manner that sought the general and more specific impressions of the plan and encouraged ideas on possible actions that would help to achieve the outlined goals.

## **1.1 Randomly selected resident groups**

### **Method**

To select individuals for these two meetings, people were randomly selected from the population with the assistance of an independent research firm based in Mississauga called the Logit Group. A good mix of genders, ages, incomes, occupations, educational backgrounds was achieved. Individuals selected were also those who were not regularly involved in civic affairs meetings.

### **Schedule**

Meeting 1:	May 22 <sup>nd</sup> : 5:30 p.m. - 7:00 p.m. St. Stanislaus Address: 28 Norfolk Street, Guelph 9 participants
Meeting 2:	May 22 <sup>nd</sup> : 7:30 p.m. - 9:00 p.m. St. Stanislaus Address: 28 Norfolk Street, Guelph 10 participants
Total participants = 19	

### **Session Management**

Planning and supervision: Brenda Boisvert, Manager, Strategic Plan and Corporate Initiatives

Facilitator: Glenn Pothier, Consultant, Strategic Plan

Support: Cameron Webster, Assistant, Manager Strategic Planning and Corporate Initiatives

Glenn provided opening remarks and an introduction to the meetings along with an overview of the strategic plan content, focus group content and procedures followed by review of the content of the draft community strategic plan.

### **Materials**

A workbook containing the draft strategic plan visions, theme areas and goals was given to participants for review and comment. The discussion was led in a manner that sought the general and more

specific impressions of the plan and encouraged ideas on possible actions that would help to achieve the outlined goals

## **1.2 Public Meetings**

Two public meetings were held in the City to draw in additional public input to the draft strategic plan. Both were advertised in local newspapers, on the City's website, in radio shows and in scheduled press releases.

### **Schedule**

Meeting 1:	May 23 <sup>rd</sup> : 7:00 p.m. – 9:00 p.m. Cooperators Hall, River Run Centre Address: 35 Woolwich Street, Guelph 13 participants
Meeting 2:	May 24 <sup>th</sup> : 7:00 p.m. - 9:00 p.m. Victoria Road Recreation Centre Address: 151 Victoria Road North, Guelph 5 participants
Total participants = 18	

### **Session Management**

Planning and supervision: Brenda Boisvert, Manager, Strategic Plan and Corporate Initiatives

Facilitator: Glenn Pothier, Consultant, Strategic Plan

Support: Cameron Webster, Assistant, Manager Strategic Planning and Corporate Initiatives

Support: Muhammad Amin, volunteer, strategic plan

Glenn provided opening remarks and an introduction to the meetings along with an overview of the strategic plan content, focus group content and procedures followed by review of the content of the draft community strategic plan.

Brenda provided an update on the strategic plan process to date and spoke to community consultation and involvement in the process, phase two actions, project timelines and next steps

## Materials

A workbook containing the draft strategic plan visions, theme areas and goals was given to participants for review and comment. The discussion was led in a manner that sought the general and more specific impressions of the plan and encouraged ideas on possible actions that would help to achieve the outlined goals

### 1.3 Staff Focus Groups

Four staff focus group meetings were held during Phase 4 to gather the thoughts and opinions of staff with respect to the draft strategic plan and possible actions related to the goals. These meetings with staff were not part of the original work plan but were scheduled to accommodate requests for further involvement during Phase 2. Staff input was widely encouraged and valued.

## Schedule

Meeting 1:	May 22 <sup>nd</sup> : 2:00 p.m. – 3:30 p.m. Council Committee Room C Address: 59 Carden Street, Guelph 5 participants
Meeting 2:	May 23 <sup>rd</sup> : 1:00 p.m. - 2:30 p.m. Council Committee Room A Address: 59 Carden Street, Guelph 6 participants
Meeting 3:	May 23 <sup>rd</sup> : 3:00 p.m. - 4:30 p.m. HR Meeting Room B Address: 2 Wyndham Street, Guelph 5 participants
Meeting 4:	June 6 <sup>th</sup> : 12:30 p.m. – 2:00 p.m. Council Committee Room A Address: 59 Carden Street, Guelph 4 participants
Total participants = 20	

## Session Management

Planning and supervision: Brenda Boisvert, Manager, Strategic Plan and Corporate Initiatives

Facilitator: Glenn Pothier, Consultant, Strategic Plan

Support: Cameron Webster, Assistant, Manager Strategic Planning and Corporate Initiatives

Glenn provided opening remarks and an introduction to the meetings along with an overview of the strategic plan content, focus group content and procedures followed by review of the content of the draft community strategic plan.

Brenda provided an update on the strategic plan process to date and spoke to community consultation and involvement in the process, phase two actions, project timelines and next steps

## Materials

A workbook containing the draft strategic plan visions, theme areas and goals was given to participants for review and comment. The discussion was led in a manner that sought the general and more specific impressions of the plan and encouraged ideas on possible actions that would help to achieve the outlined goals

### **1.4 Additional Community Group Meetings**

Two meetings were held at the request of Action Read and the Guelph Youth Council. Additional revisions were suggested and a number of ideas for actions and improvements around accessibility, safety, recreation and the environment.

## Schedule

Meeting 1:	May 10 <sup>th</sup> : 5:30 p.m. - 8:00 p.m. Delhi Youth Centre Address: 65 Delhi Street, Guelph 19 participants
Meeting 2:	May 30 <sup>th</sup> : 12:30 p.m. - 1:30 p.m. Action Read Resource Centre

	2 Quebec Street, Guelph 7 participants
Total participants= 26	

## **Session Management**

Planning and supervision: Brenda Boisvert, Manager, Strategic Plan and Corporate Initiatives

Facilitator: Brenda Boisvert

Support: Cameron Webster, Assistant, Manager Strategic Planning and Corporate Initiatives

Brenda provided opening remarks and an introduction to the meetings along with an overview of the strategic plan content, process to date, project timelines and next steps

## **Materials**

A workbook containing the draft strategic plan visions, theme areas and goals was given to participants for review and comment. The discussion was led in a manner that sought the general and more specific impressions of the plan and encouraged ideas on possible actions that would help to achieve the outlined goals

### **1.5 SMT Focus Group**

A focus group was held with the Senior Management Team to review the draft plan as well the preliminary findings and feedback from staff and the community.

## **Schedule**

Meeting 1:	June 6 <sup>th</sup> : 2:30 p.m. - 4:30 p.m. Council Committee Room C Address: 59 Carden Street, Guelph 12 participants
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## **Session Management**

Planning and supervision: Brenda Boisvert, Manager, Strategic Plan and Corporate Initiatives  
Facilitator: Glenn Pothier, Consultant, Strategic Plan  
Support: Cameron Webster, Assistant, Manager Strategic Planning and Corporate Initiatives  
Support: Muhammad Amin, volunteer, strategic plan  
Glenn provided opening remarks and an introduction to the meetings along with an overview of the strategic plan content and followed with a review of the content of the draft community strategic plan.

## **Materials**

A workbook containing the draft strategic plan visions, theme areas, goals, short and long term actions was given to participants for review and comment. The discussion was led in a manner that sought the general and more specific impressions of the plan and led to discussion on next steps.

### **1.6 Internet Survey**

An open-ended questionnaire consisting of 24 survey questions for the general public as well as City staff was posted on the City's external website to solicit feedback on the draft strategic plan vision, themes and goals. The survey was posted on May 17<sup>th</sup> to coincide with the launch of Phase 4 of the strategic plan process and was closed on June 15<sup>th</sup>. In total, 59 people fully completed the on line survey.

## **PART 2 - Summary of Results**

Overall, responses to the strategic plan vision, theme areas and goals have been favorable with only minor adjustments to wording. Generally those consulted have indicated that the document is comprehensive and strongly reflective of community concerns and aspirations for the future.



What follows is a detailed summary of the comments and suggestions for improvements gathered during Phase 4 of the validation process.

## ***Vision***

<b>Vision</b>	<b>General Comments</b>
Vision	<p>Need to expand the focus beyond just residents</p> <p>Should have a focus on economic development</p> <p>Ensure that it is clear and balanced</p> <p>Try to condense: could add bullets 3 and 1 together</p> <p>Needs to be memorable</p> <p>Consider an alternative word to “showcase”</p> <p>Need staff to be able to live and know the vision</p> <p>Should have more emphasis on quality</p> <p>Should have more emphasis on respecting rights of citizens and the environment</p> <p>The loftiness of the vision is a good challenge to the community</p> <p>The world is now at our fingertips (smaller world) so Guelph can compete and be recognized globally</p> <p>Should be focused on being a unique city</p> <p>Sub points should include to be unique and influential leaders</p> <p>Ensure parallelism in writing structure</p> <p>Mention idea/notion that Guelph is a friendly city</p> <p>Mention that Guelph is unique in its ability to bring people together, unique in its ability to inspire (leadership)</p> <p>First bullet should include the word “all” before residents to make it sound more inclusive</p> <p>Change “high degree of livability” to quality of life – more straightforward/understandable</p> <p>Focus on plain language</p> <p>Livability needs to be defined</p> <p>Need to further explain what is meant by “difference” – include a modifier (i.e. that makes a positive/real difference)</p> <p>Concern the vision perpetuates the Guelph Myth – there is a difference between where the city truly is and where it wants to be</p> <p>The idea of transparency should be embedded in the vision</p> <p>Consider only one major theme and one goal: exemplary management – everything else flows from this idea</p> <p>All words should be understandable</p> <p>Focus on mastering current technologies – not innovating</p> <p>Must meet resident’s needs before the world’s</p>

## ***THEME 1 – Urban Design and Sustainable Growth***

<b>Theme</b>	<b>General Comments and Suggested Actions</b>
Theme 1	<p>Gives a good impression about building up and not out</p> <p>Challenge developers to solve problems in residential areas</p> <p>Create subdivisions the way the City wants them to be</p> <p>Place sustainable growth ahead of urban design</p> <p>Try to condense the theme</p>

Theme	General Comments and Suggested Actions
Goal 1.1	<p>Initial reaction to the word GROWTH is expansion (sprawl) – possibly change wording</p> <p>Include protection of agriculture/rural areas</p> <p>Conflict between “small town” feel and “growth” /development</p> <p>Develop short and long term strategies to help develop the downtown</p> <p>Focus on density and the protection of agriculture</p> <p>Using pedestrian only does not include cyclists etc.</p> <p>Recognize the primacy of Guelph’s rivers in design guidelines</p> <p>Many disabled residents have problems with transit system regarding connectivity and accessibility</p> <p>Concern if residents don’t have to leave their cluster or neighbourhood, they would have no desire, no need to go downtown</p> <p>Goal seems a little unrealistic given we live in a city dominated by car and suburb oriented communities</p> <p>Don’t use greenways as buffers between service types</p> <p>Do not curb production of subdivisions – people who enjoy the style of living they provide should be allowed to enjoy it</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Build pedestrian walkways over the Hanlon</li> <li>- Increase the number of cycling lanes</li> <li>- Develop urban design guidelines</li> <li>- Create partnerships to promote accessibility and help with park and roadside clean up and plantings</li> <li>- Improve the timeliness of sidewalk snowplowing and undertake more sidewalk repairs</li> <li>- Encourage neighbourhood development of small plazas and stores</li> <li>- Initiate development of a comprehensive trail system</li> <li>- Encourage the use of more environmentally friendly products to keep weeds and pests under control</li> <li>- Conduct analysis/review of existing practices</li> <li>- Lobby federal and provincial governments for infrastructure funding</li> <li>- Complete update of city’s new official plan</li> <li>- Sloped curbs at intersections to promote accessibility</li> <li>- Improved crossing at the Hanlon</li> <li>- Pursue greater intensification/higher density development, avoid gated communities and balance intensification with the preservation of green space</li> <li>- Use the grid system for planning future development</li> <li>- Create a light rail corridor to go between Gordon St and the Hanlon Expressway</li> <li>- Achieve minimum Leadership in Energy and Environmental Design (LEED) silver standards in the City</li> <li>- Increase the number of affordable and assisted housing units</li> <li>- Make older residential areas in the downtown more pedestrian and bicycle friendly</li> <li>- Ensure that shopping malls and grocery stores are developed with green roof tops</li> <li>- Plan for separate pedestrian, bicycle and vehicular routes and develop sporting complexes in addition to parkland</li> <li>- Develop themes in older neighbourhoods</li> <li>- Improve sidewalk/trail maintenance standards</li> <li>- Enhance policing of parks system</li> <li>- Increased amount of sidewalk repairs performed yearly</li> <li>- Applications of environmentally snow/ice melters to enhance winter control</li> </ul>

Theme	General Comments and Suggested Actions
	<p>operations on sidewalks</p> <ul style="list-style-type: none"> <li>- Enhance sidewalk winter control delivery</li> <li>- Plan housing close to transportation links and walkable distance from daily needs</li> </ul>
Goal 1.2	<p>Instead of alternative vehicle use, it should be “environmentally friendly alternatives”</p> <p>Goals 3.3, 4.1 and 6.4 seem contradictory</p> <p>Could be moved to be included in theme 1.1</p> <p>Need to increase the number of bike lanes in the city</p> <p>Buses need to be more accessible to the disabled (more flat bottomed buses)</p> <p>Bus tickets/ mobility passes too expensive for those on fixed incomes</p> <p>Transit located at MacDonnell St is uphill to Wyndham making shopping etc. challenging for those with mobility difficulties. Trails for bikes to be connected throughout the city</p> <p>Do not increase bus trips, as it would be unsafe. Something unique like banning cars, trucks, buses, etc. one day a week and a rickshaw or electronic golf carts or wagon rides, downtown, would compliment our beautiful historic city</p> <p>Improve transit for students and working people</p> <p>Need to be transit friendly at both origins and destinations</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Expanded and improved transit services: <ul style="list-style-type: none"> <li>Evaluate possibility of introducing transit services to new areas</li> <li>Evaluate the possibility of introducing Corporate transit passes and implement 2007 bus stop upgrades</li> <li>Investigate increased service levels on Sundays and introduce service on statutory holidays</li> <li>Increase the frequency of regular bus service in inclement weather and throughout the winter</li> <li>Increase the number of bus terminals</li> <li>Move buses out of the downtown core and increase bus service times to every 15 minutes or shorter</li> <li>Continue to provide subsidized bus pass</li> </ul> </li> <li>- Plan for future transit needs: <ul style="list-style-type: none"> <li>Create a Youth Transit Plan</li> <li>Identify the transit needs of our residents and begin a best practice review of other integrated transit systems (include York Region)</li> <li>Identify future transportation needs for additional satellite transfer locations</li> </ul> </li> <li>- Continually improve accessibility to transit services: <ul style="list-style-type: none"> <li>Reduce the price of bus tickets and passes and create storage space on buses for bicycles, mopeds and scooters</li> </ul> </li> </ul>

Theme	General Comments and Suggested Actions
	<p>Make it mandatory that buses are lowered by drivers automatically for people in need</p> <p>Network and partner with St. Joseph's hospital and ensure more frequent mobility buses</p> <ul style="list-style-type: none"> <li>- Restore the Guelph Transit Advisory Committee and extend its mandate to include Regional Transit issues as well as alternative transportation</li> <li>- Encourage transit serviced car pooling in the city: <ul style="list-style-type: none"> <li>Create a car park between Guelph and Kitchener</li> <li>Have carpool lots outside the City (Hwy 6 &amp; 7) (Hwy 24 &amp; 6) (Hwy 7 in NW)</li> </ul> </li> <li>- Ensure the development of more bicycle lanes and market them better</li> <li>- Coordinate construction hours to reduce commuter vehicles idling</li> <li>- Create telecommuting and flex time policies for employees to diminish rush hour traffic</li> <li>- Undertake a thorough public transportation study – learn from history</li> <li>- Continue to provide subsidized bus pass</li> <li>- Ensure better public transportation options to Kitchener and surrounding areas: <ul style="list-style-type: none"> <li>Ensure that commuters and tourists can both depart from and return to Guelph utilizing GO/Via/Greyhound at any time</li> <li>Use existing Guelph junction rail lines for passenger trains</li> <li>Create a partnership with the Region of Waterloo and the Grand River Transit to create a 30/60 minute regional bus route between Cambridge-Guelph and Kitchener-Guelph</li> </ul> </li> <li>- Improve access within the City: <ul style="list-style-type: none"> <li>Develop a new access route to 401 in the south of Guelph to facilitate future growth</li> <li>Add over passes and off ramps to Hanlon to improve its effectiveness/efficiency</li> <li>Change Wyndham Street into angled parking reduce it down to 2 lanes</li> <li>Synchronize traffic lights and create more advanced green lights</li> </ul> </li> <li>- Continue to improve and expand transit services: <ul style="list-style-type: none"> <li>Make bus shelters comfortable to use</li> <li>Build cement pads from the sidewalk to the bus to facilitate/improve ease of accessibility</li> <li>Eliminate step buses</li> <li>Encourage private mini-buses</li> <li>Encourage the development of more perimeter routes</li> </ul> </li> <li>- Negotiate with MTO to get Mobility Transport Act updated</li> <li>- Design growth around transit projections</li> <li>- Continue to monitor the functionality of the transit system to ensure that it continues to meet resident needs</li> <li>- Provide tax credits for bicycle and transit use and create more one way streets</li> <li>- Shift city owned vehicles to run via alternative energy sources</li> <li>- Enhance snow removal operations at bus stops (more timely)</li> <li>- Enhance cleanliness of buses</li> <li>- Assess existing public transportation system to see if it addresses the needs of an aging population</li> <li>- Consider improvements to roadway design such as large print road signs, grooved lane dividers, extended walk times at pedestrian crosswalks</li> </ul>
Goal 1.3	<p>Need to develop an environment of comfort downtown</p> <p>More compact and contained growth</p>

Theme	General Comments and Suggested Actions
	<p>Could be included in goal 2.4            Need to construct office buildings downtown Guelph            Need for better parking downtown            Word revitalized is overused, find a new word if possible            Needs to be more shopping services downtown and throughout Guelph            Promote more residences for the downtown area            Clarify what is meant by brownfields            Build up (vertical, high rise buildings), not out            City/downtown needs wider streetscapes            Must make downtown more accessible to the disabled and elderly (restaurants have appropriate washrooms etc)            Foster social interaction among families in the downtown            Downtown needs to be a good place to live, work and play on top of being a good shopping destination            Need to have more control over developers to have more control over developers to improve/increase the multi-use facilities in the city            Downtown is not the only place to shop – should not focus solely on the downtown            Enforce loitering by-law on record            The more people that live downtown, the more that shop there. Focus this initiative on zoning and the existing properties for mixed-use. Property tax breaks for building owners who renovate the ‘above storefront’ areas into living-space would be necessary to increase the core’s population density</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Implement improvements to the downtown:               <ul style="list-style-type: none"> <li>Establish the area as a car free zone and establish an inter-modal, inter-regional transportation terminal</li> <li>Address the homeless persons issue</li> <li>Remove the parking meters and provide quick parking spots</li> <li>Have bars close at staggered times</li> <li>Plan more events involving the community</li> <li>Encourage higher-end condominium &amp; apartment building development</li> </ul> </li> <li>- Target brownfield areas for intensification and development by providing incentives e.g. create brownfield parking with shuttles to the downtown core and/or use them for dog parks</li> <li>- Provide incentives for developers who promote accessibility</li> <li>- Open the farmer’s market longer on Saturday</li> <li>- Ensure that the new civic space is used for cultural and family activities</li> <li>- Conduct a best practices review of neighboring municipalities that have begun revitalization of their downtown.</li> <li>- Review restrictions placed on bars and alcohol within the city</li> <li>- Conceptualize, implement and complete a project that represents growth, revitalization and investment in the downtown</li> <li>- Allow more taxi companies to come into Guelph</li> <li>- Continue to focus on and improve the downtown area:               <ul style="list-style-type: none"> <li>Develop student residences</li> <li>Create new standards for downtown renovations</li> <li>Encourage the development of a larger grocery store downtown</li> <li>Create ground level stores with condos above</li> <li>Ensure less land use for parking</li> <li>Attract big name theme restaurants</li> </ul> </li> <li>- Plan brownfields into long term growth</li> </ul>

Theme	General Comments and Suggested Actions
	<ul style="list-style-type: none"> <li>- Repair roads in the downtown square</li> <li>- Study the practicality of enclosing upper Wyndham Street</li> <li>- Study the architecture of upper Wyndham Street and MacDonnell St to identify potential restoration and renovation projects</li> <li>- Create sufficient parking downtown to meet the demand</li> </ul>
Goal 1.4	<ul style="list-style-type: none"> <li>- Need to reclaim our parks – make sure public is making the right use of them</li> <li>- Reconsider design of downtown so it is not as conducive to loitering</li> </ul>
Suggested Actions	<ul style="list-style-type: none"> <li>- Promote initiatives that support clean air: <ul style="list-style-type: none"> <li>Implement anti-idling campaign</li> <li>Support and promote Clean Air Day</li> </ul> </li> <li>- Undertake initiatives to encourage more recycling: <ul style="list-style-type: none"> <li>Install recycling bins outside of City Hall</li> <li>Provide more garbage receptacles in public areas and at transit stops</li> <li>Resolve issues with Wet recycling plant</li> <li>Develop a responsible waste management plan</li> </ul> </li> <li>- Encourage environmental protection and sustainability: <ul style="list-style-type: none"> <li>Formally commit to reducing greenhouse gases</li> <li>Plant more trees in parking lots and create a by-law against cutting down trees</li> <li>Have the University and the GRCA map out sensitivities to consider</li> <li>Promote local food sheds and an organic culture in Guelph</li> <li>Create an advisory group on environmental matters for the City that would involve the creation of more natural areas in public parks</li> <li>Limit water taking</li> </ul> </li> <li>- Improve the aesthetic quality of the City: <ul style="list-style-type: none"> <li>Create a sign by-law for business signage</li> <li>Make use of local artists and artisans to design public use items (e.g. lighting, garbage cans, benches etc.)</li> <li>Identify best practices nationally and internationally and implement where feasible</li> <li>Consider use of interlocking bricks instead of pavement wherever appropriate</li> </ul> </li> <li>- Examine the practicality and limits of control on architecture or new buildings (especially at prominent street intersections)</li> <li>- Continue to address the appearance of the downtown area: <ul style="list-style-type: none"> <li>Re-model the downtown City square: keep the fountain and add green space and add hardy and indigenous trees</li> <li>Clean up the riverfront downtown</li> </ul> </li> <li>- Support ecological sustainability: <ul style="list-style-type: none"> <li>Encourage agriculture within city borders and support Guelph’s organic and other farmers</li> <li>Make a specific amount of green space mandatory in new developments</li> <li>Offer incentives to residents to use green energy options and ensure more opportunities for green business</li> <li>Monitor environmental advances both nationally and internationally and implement where feasible</li> <li>Promote recycling through education/media link</li> <li>Have all city vehicles run on bio-diesel</li> </ul> </li> <li>- Develop a program to change intersections in the city to roundabouts</li> <li>- Hire additional staff to look after keeping the City clean</li> <li>- Strengthen planning efforts to avoid homogenous housing projects</li> </ul>

Theme	General Comments and Suggested Actions
	<ul style="list-style-type: none"> <li>- Create an urban development reserve fund (generated by fees paid by developers)</li> <li>- Consider innovative energy sources such as geothermal energy, solar energy, wind power, water retention, cisterns, connected water spouts, ponding excess water for later use locally and underground amenities for transportation and maintenance of physical infrastructure</li> <li>- Create sufficient parking downtown to meet demand</li> <li>- Increase infrastructure repairs downtown – roads, curbs, sidewalks</li> <li>- Enhance communication/co-operation with downtown stakeholders</li> <li>- Improve preventative maintenance cycles for the Parklands and Greenways system</li> <li>- Utilize grey water to routinely flush sanitary sewers</li> <li>- Ensure full implementation of salt management plan for winter control</li> </ul>

## **THEME 2 - Personal and Community Well-Being**

<b>Theme</b>	<b>General Comments and Suggested Actions</b>
Theme 2	<p>Change personal to individual            Theme is trying to encompass too much, needs to be more focused            Entire diversity of the community needs to be captured in the theme (economic, cultural, etc.)            Possibly include specific reference to recreation</p>
Goal 2.1	<p>Streetscape: city should seek to improve its control over the aesthetics of building developments: design, height, tear downs            Mix of housing – ethnicities, religions, age, income-level            No more gated communities in Guelph – harms diversity            Encourage more housing options – senior’s housing, affordable housing, co op housing            Community should have a say in local architecture decisions (i.e. tearing down historic buildings)            Need to make an investment in the youth to have a bright future            Like the idea of “lifecycle”            Renovate and restore buildings on upper Wyndham - intensified housing: housing for anyone on limited income            Short on support for seniors in the community            The best neighbourhoods are those with mixed housing options            We need more nursing and long-term care homes            Market forces must maintain some measure of control</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Develop new minimum housing regulations to facilitate intensification and density</li> <li>- Ensure high water quality:                Provide public information on the type and amount of chemicals included</li> <li>- Encourage developers to contribute to the creation of community services e.g. fire halls and quality low-cost rental housing</li> <li>- Ensure the integration of mixed income areas</li> <li>- Reduce the wait times for social housing</li> <li>- Develop building specifications ensure homes are reasonably sized and exposed to natural light</li> <li>- Improve the appearance of buildings fronting on major access points in the city</li> <li>- Examine existing legal constraints on the natural rights of residents</li> <li>- Create a Speaker’s Corner in downtown Guelph</li> <li>- Ensure more vertical growth.</li> <li>- Promote home modification programs</li> <li>- Assess land use plans, zoning ordinances, and building codes to promote the development of a range of housing options</li> </ul>
Goal 2.2	<p>2.2 could be considered an action for goal 2.3            Trails must be CLEAN and SAFE, just like downtown, if they’re going to be used            Desire to see existing trail plan completed            River needs to be clear/clean (e.g. city of London)            Should be reworded to be “ a trail system that meets demand”            Take more of a market-driven approach in the goals</p>



Theme	General Comments and Suggested Actions
	<p>Want to see increasing accessibility and connectivity with the trails  Trail system is already under control and is a project that is being completed as we speak (Trails Master Plan), maybe does not need to be mentioned as a goal  Does not need to be a goal in and of itself, could go under 2.3 (is more of an action)  Links to transportation goals as well  Make the goal more recreationally oriented (active living focused)  Trails aren't as important as a healthy community – healthy community should be a goal instead  It makes good sense to join all the trails. There are lots of good examples in other cities that Guelph could learn from. They must be safe or it won't work.  Should include bike trails/lanes on roads as well as the garden-variety "cut-through" and park paths  Should be a goal included under Theme 1, not under Theme 2.</p>
Suggested Actions	<p>Provide by-law officers that cycle/patrol the trails  Develop a loitering by-law and consider providing more garbage containers with more frequent pick up, lighting, security buttons and more trails that go below bridges and along rivers  Align bus stops with trail networks  Increase the enforcement of dogs on leashes  Post signs to address trail and environmental damage that occurs with trailing and provide winter trail maintenance</p> <ul style="list-style-type: none"> <li>- Develop better maps and signage of trails – include the map of trails on the transit map</li> <li>- Continue to create a more cycling friendly City with additional bike and walking trails</li> <li>- Ensure the development of destinations for cyclists that include roofed bike parking with wheelchair availability</li> <li>- Tie in trail systems with other southern Ontario routes</li> <li>- Maintain the trails without herbicides and pesticides</li> <li>- Provide for bicycle parking at the new City Hall</li> <li>- Promote and educate the community on the use of bike paths and trails</li> <li>- Review our current trail systems and implement a plan that integrates the needs of residents with our current trail system and future requirements</li> <li>- Promote home modification programs</li> <li>- Assess land use plans, zoning ordinances, and building codes to promote the development of a range of housing options</li> </ul>
Goal 2.3	<p>There is not enough residences/services for local seniors (senior communities)  Corporation should seek to invest in/involve youth as a legacy  Encourage strong social services within the community  Strategies/programs for community capacity building (education, trade skills, etc.)  Community should be prepared for forthcoming cultural changes (economic and income disparity)  Civic mindedness should be mentioned here - social cohesion and interaction is vital for personal and community health  Should include sports and recreational facilities in the goal (access</p>

Theme	General Comments and Suggested Actions
	<p>to)            Make Guelph a must be place for family doctors            Access to health care services and to venues that promote physical fitness needs to be improved (pools, gyms, parks, trails)            Need to be accessible to everyone: youth, adults, seniors, disabled, etc.</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Increase accessibility to programs and services throughout the City:                  Ensure that transit service is provided to hospitals and recreation facilities                  Improve access to recreation programs for youth through lower fees</li> <li>- Promote fitness:                  Subsidize “active lifestyle” memberships for City staff and offer discounts to business/large employers                  Increase wellness as a focus for staff                  Create a city-wide committee to investigate wellness as a whole                  Promote disease prevention and healthy lifestyle information through various means                  Encourage businesses and corporations to give discounts on gym memberships</li> <li>- Attract more physicians</li> <li>- Keep grass cut and manicured in parks to address weed development</li> <li>- Improve the maintenance of sports fields</li> <li>- Review current recreation services:                  Ensure cost effective utilization of corporate assets is occurring                  Investigate ease of use of City systems for registrations and payments</li> <li>- Work closely with stakeholders to ensure that appropriate health care planning is ongoing in our community</li> <li>- Upgrade the Victoria Road recreation centre and build more including a central one for youth and one in the South end of the city</li> <li>- More community recreation centers</li> <li>- Develop wellness centers for the community</li> <li>- Develop more paved basketball courts with lighting and more skateboard parks</li> <li>- Continue to attract more health care professionals to the City of Guelph</li> <li>- Create more organized programs for retired and less physically able residents</li> <li>- Create a south end hospital</li> <li>- Ensure civic administration staff have access to showers and possibly a gym</li> <li>- extended hours and services if it is determined to be a priority for taxpayers</li> <li>- Improved access to health services in the West end</li> <li>- More accessible medical centers in each Ward</li> <li>- Become a leader in programs for seniors that promote ‘Active living’</li> </ul>
Goal 2.4	<p>Ensure more places for people to go downtown            Need to promote safety downtown – enforcement of safety by-laws            Guelph is already a safe community, goal should be to “maintain</p>

Theme	General Comments and Suggested Actions
	<p>safe community”  Others feel that Guelph needs to continue efforts to become a safer community  Goal/theme area should include mention of emergency services  Need more people to live downtown  Be conscious that Guelph has a 24 hour downtown  Harm reduction education is required urgently  More walk-ability = more connections</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Increase the level of safety in the community: <ul style="list-style-type: none"> <li>Expand late night bus service for University of Guelph</li> <li>Ensure a greater police presence in downtown area</li> <li>Improve lighting in the community – consider solar powered lights</li> <li>Establish a plan to involve local neighborhood groups in a neighborhood watch type of program</li> <li>Improve the level of protection provided at Guelph community shelters</li> </ul> </li> <li>- Provide funding for the marketing and promotion of program initiatives</li> <li>- Inspect old city buildings to ensure there are no fire hazards</li> <li>- Ensure increased presence of police and emergency response teams</li> <li>- Increase the staff compliment e.g. police to address community safety issues e.g. narcotic operations</li> <li>- Ensure dedicated enforcement initiatives as needed (traffic, property crime)</li> <li>- Consider the implementation of more emergency phones</li> <li>- Lighting in any new parking garage should exceed code</li> <li>- Include CCTV in any new parking garage</li> <li>- Audible signals at all intersections</li> <li>- Establish minimum maintenance standards for trails</li> <li>- Install security cameras downtown</li> <li>- Ensure that public safety personnel and first responders are trained to handle the specialized needs of older adults-address in community disaster planning/can we locate older adults in our community</li> <li>- Adapting new technologies designed to ensure the safety and well being of older adults</li> <li>- Have a well developed and community wide Elder Abuse Response</li> </ul>

### **THEME 3 – Economic Opportunity**

Theme	General Comments and Suggested Actions
Theme 3	
Goal 3.1	<p>Plan for tourism            Make Guelph a tourist destination            Some businesses are not good for Guelph            Will take a lot of work to balance out Guelph’s business needs/ requirements to change city’s business image            Need more people to fill vacant jobs            Imbalance between residences and businesses            Need to control increases in taxes            There is a concern that Guelph’s existing business climate is very unwelcoming to businesses            Need to simplify the red-tape regarding permits etc.            Sell Guelph’s attractiveness to companies, and businesses, and make them want to stay            Make the waiting for open/appropriate businesses less            Need more vigilant enforcement of the Employment Standards Act            This goal is only going to become more difficult to achieve with a more stringent environmental policy            Need to define what Guelph’s business climate is and what the city wants its climate to become            Make Guelph more attractive to workers</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Encourage manufacturing facilities to locate in Guelph</li> <li>- Provide tax breaks for new business</li> <li>- Increase frequency and means of communication with private sector regarding city policies and future directions as well as other business developments</li> <li>- Encourage downtown stores and businesses to have a wider range of hours of operation</li> <li>- Maintain low tax levels to attract new businesses</li> <li>- Make an effort to better understand the needs of businesses</li> <li>- Review business taxes for fairness</li> <li>- Support business that is evolutionary and globally responsible</li> <li>- Re-evaluate city zoning to ensure commercial zoning areas promote balanced growth of the different retail sectors</li> <li>- Create incentive programs to encourage people to stay in Guelph</li> <li>- Become a centre of excellence in integrating “new Canadians” into the local workforce and community</li> <li>- Consider a new university location could be located downtown for revitalization and attraction of supporting businesses</li> <li>- Adequately maintain roads to provide year-round mobility: winter snow and ice; summer – potholes and reconstruction</li> </ul>
Goal 3.2	<p>City should get more involved with agriculture and business            Guelph must be open to the right sort of businesses (be selective)            Better management practices in regards to licensing and applications            Define what is meant by innovative, who the city does want and who the city does not want            The future is going to hold the challenge where we have more jobs</p>

Theme	General Comments and Suggested Actions
	<p>than people, challenge is going to be to find people to work, not jobs for them</p> <p>Jobs that provide living wages for employees</p> <p>No more "McJobs"</p> <p>Attracting the brightest and best can be limited or enhanced depending on water quality and quantity – 2041 supply will be gone without careful governance</p> <p>The term "innovative organizations" needs to be defined/explained further</p> <p>Good theme, act on what was written</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Create a planning report that reviews Guelph's economic infrastructure, helps to manage risks and plan the local economy</li> <li>- Expand local opportunities for employment: <ul style="list-style-type: none"> <li>Rejoin the Canada technology triangle with Kitchener, Waterloo and Cambridge</li> </ul> </li> <li>- Be proactive in attracting new business and a leader in clean and knowledge based industries</li> <li>- Service current business needs: <ul style="list-style-type: none"> <li>Provide one-stop-shopping for development services in the new Civic administration centre as well as better systems and easier processes</li> </ul> </li> <li>- Promote skills in Guelph/employability and asses why businesses leave</li> <li>- Ensure a highly educated and trained population</li> <li>- Be proactive in attracting new business</li> <li>- Showcase the competitive advantages that Guelph has to offer</li> <li>- Ensure the development of a more multicultural community</li> <li>- Re-zone or purchase new lands to increase Guelph employable land supply</li> <li>- Grow the IT systems with the population and offer multiple modalities for service</li> <li>- Create an inventory of skilled labour within the city</li> </ul>
Goal 3.3	<p>As a separate municipality, we don't get the benefits of being partners with Puslinch etc.</p> <p>Guelph does not have the land to attract the big players</p> <p>Too many small parcels of land</p> <p>Improved employment land supply will require annexing – what are the implications of this goal?</p> <p>Need a growth strategy connected to Guelph's future</p> <p>Ensure that employment lands are not isolated from the remainder of Guelph/Utilities/Surrounding Areas</p> <p>New businesses should be encouraged to hire local/Guelph residents as employees for their business</p> <p>Use existing properties, clean those that are contaminated</p> <p>Re-market vacant/under-used industrial spaces to new tenants</p> <p>Take a stance regarding influential multi-national corporations</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Keep the balance between industrial/business and agricultural use</li> <li>- Develop land parcels that can be effectively targeted at businesses in the agriculture and life sciences sectors</li> <li>- Encourage high density development</li> <li>- Create multi-level parking units</li> <li>- Study available land areas around Guelph – prevent industrial zoning</li> </ul>

Theme	General Comments and Suggested Actions
	<p>in good agricultural land</p> <ul style="list-style-type: none"> <li>- New policy on variances under the Planning Act</li> <li>- Employment land supply should be solely registered as “employment lands” – cannot be re-zoned</li> <li>- Increase in-fill density in targeted locations</li> <li>- Integrate low-environment impact business within the communities</li> <li>- Establish an employment land inventory for 50 years</li> <li>- Ensure multi-use to protect available land resources</li> <li>- Ensure industrial zoning has adequate accessibility to utilities</li> <li>- New limited access route to the 401</li> </ul>
Goal 3.4	<p>We need to build the local infrastructure to make Guelph attractive to businesses</p> <p>Provide adequate services so that employees will be able to live, work and play in Guelph</p> <p>Seems like an obviously long-term goal</p> <p>Difficult to promote city without the strategic plan in place</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Enhance tourism advertising for local history and community events</li> <li>- Create a more central tourist information website</li> <li>- Promote eco-tourism opportunities</li> <li>- Retain existing buildings and natural features, rail lines, major corridors, roads and trees</li> <li>- Adopt more twin cities</li> <li>- Highlight the greener aspects of our City</li> <li>- Partner with others in community who offer job training and retraining to assist older adults to remain in the workforce</li> <li>- Promote employment options-such as flex and part-time work options-to attract and retain an aging work force</li> <li>- Assist in dispelling attitudes and marketing practices that are based on ageist stereotypes and prejudices-most seniors are actually in good health and they are able to learn new information and skills-including technology</li> </ul>

## **THEME 4 – Arts, Culture, Heritage and Education**

Theme	General Comments and Suggested Actions
Theme 4	Try to include mention of Rivers as part of the natural heritage of Guelph
Goal 4.1	<p>River=Guelph's heritage            New idea for a goal: to capitalize on Guelph's river system            Change built heritage to cultural heritage landscape            Heritage deserves a point of mention on its own            Actions that are eventually identified with this goal should relate to built heritage and should include conservation districts, heritage designations, tax incentives, a heritage fund, etc.            Green spaces are a part of Guelph's built heritage – this goal should reflect that idea            Incentives will be required and feasibility in usage of various facilities must be considered            Be wary that it can be more expensive to retrofit            Do not want to see the mistakes of the past repeated – too much tearing down already            Need more support from the city to promote and attract people to synchronized swimming and water polo            City Services are rarely/poorly promoted – especially for adults            We need to save our stone buildings, we can't afford any more Mitchell farmhouse fiascos            Will be difficult not to have new developments clash aesthetically            The idea of integration is great – new designs can be integrated to compliment old facades            Pursue conservation of all cultural heritage</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Be proactive in protection efforts of heritage buildings and encourage retention of facades with internal upgrades</li> <li>- Create a heritage infrastructure plan – have experts assess the heritage landscape and recommend an implementation plan</li> <li>- Make the downtown a heritage district</li> <li>- Support organizations that promote the history of Guelph</li> <li>- Review city's development's design guidelines</li> <li>- Provide walking tours of our historical sites</li> <li>- Initiate renovation of City Hall to POA Court</li> <li>- Property standards on heritage buildings should be listed and easily accessible</li> <li>-Continue to preserve and restore heritage buildings and create heritage districts throughout the community</li> <li>- Encourage complimentary architecture</li> <li>- Offer incentives to developers and homeowners to save heritage buildings</li> <li>- Move the museum to a more useable and functional space at the Convent</li> <li>- Create awards/recognition mechanisms for new developments that set a admirable architectural example</li> <li>- Any new parking garage should complement the surrounding</li> </ul>

Theme	General Comments and Suggested Actions
	architecture - Period gardens explored and planted - Any new parking garage should complement the surrounding architecture
Goal 4.2	Need a new central library in the downtown area Expand to include <u>museums</u> in the goal statement In adding in museums, the theme ties culture, heritage, and education together and it reflects the fact that museums are knowledge-based institutions Need to ensure that learning opportunities are affordable to all We need a new, beautiful library. Build one, and the people will come. It's the hub of a successful city. Add words accessible and affordable to the goal This goal should be expanded to include sports and recreation
Suggested Actions	<ul style="list-style-type: none"> <li>- Promote museums more effectively and lower admission costs</li> <li>- Build a new central public library downtown</li> <li>- Continue to value staff with career and learning opportunities</li> <li>- Create a community calendar promoting all information related to city activities, groups and events</li> <li>- Support adult education programs</li> <li>- Use University of Guelph facilities for public lectures and learning opportunities</li> <li>- Support the implementation of a Community Youth strategy</li> <li>- Create a new civic museum and a fine art gallery</li> <li>- Ensure more integration, access, locations and information sharing between the City, schools, university and colleges</li> <li>- Integrate internships/co-op/apprenticeships programs into the workforce</li> </ul>
Goal 4.3	Need a cultural centre Need for music for adults/the middle-aged crowd Is charging for parking downtown really worth the revenues? What is its purpose? Need for more restaurant options Need more retail variety in the downtown Guelph does need to showcase music individually, as it is a unique and valuable asset to the community City should do more to promote music New Goal: to get youth involved in the arts, the youth are the city's key to becoming internationally recognized/influential Include "centre where culture is appreciated" in the goal statement Include notion of "fostering" arts as an employment opportunity Support arts and culture as an industry Build upon river system which is a strong asset Music should be mentioned separately in the goal statement – music deserves its own profile Attempt to weave in a celebration of Guelph's cultural diversity within the theme emphasis on being a cultural "destination" which is secondary Guelph offers opportunities for the artists and musicians who live here, which in turn adds to the vibrancy and richness for the other residents



Theme	General Comments and Suggested Actions
	<p>I think Guelph is fine right now. Maybe let artists, painting, etc., get more out of the facilities at the U of G.</p> <p>Consider funding for CFRU – the campus/local radio station</p> <p>Public venues for the arts need better subsidization so they can be more effective</p> <p>Need to do a better job of promoting drama and dance in the community – perhaps make city shows free of charge</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Use GSEC for concerts &amp; events that are more main-stream</li> <li>- Enhance promotion of Guelph’s music festivals</li> <li>- Support and promote local talent and develop studios downtown for artists</li> <li>- Establish cultural infrastructure and inventory the cultural profile to see how to enhance/promote and encourage cooperation, coordination and collaboration as a city, perhaps through the Council of Arts and Culture Committee</li> <li>- Use and support local artists and students in municipal improvement projects</li> <li>- Better promote festivals and events via the internet, in tourism ads and through partnerships with arts organizations and the University</li> <li>- Take proactive measure to encourage new festivals/events/tourism destinations in the city (i.e. John Galt Day)</li> <li>- Identify the popular artistic tastes of residents</li> </ul> <p>Create more public performance spaces and ensure more outdoor public art</p> <ul style="list-style-type: none"> <li>- Foster greater artistic talent and appreciation: <ul style="list-style-type: none"> <li>Provide more affordable cultural and artistic events</li> <li>Foster cultural availability and programs and continue to evolve those programs that are and will be successful</li> <li>Restore the Streetfest/Guelph festivals in the downtown</li> </ul> </li> <li>- Develop partnerships with the Guelph Youth Music Centre, River Run Centre, GSEC and the community at large</li> <li>- Create a semi-professional Theatre Group at the River Run Centre to perform professional productions</li> <li>- Reorient Guelph businesses to face and promote the river system</li> <li>- Create more parking for the River Run Centre and bring higher profile performers to Guelph</li> <li>- Have community centers equally built throughout the city</li> <li>- Promote increased access to learning through new technology (computers)</li> <li>- Increased demonstrations and support of Guelph’s multi-cultural community</li> </ul>

## **THEME 5 – Government and Community Involvement**

<b>Theme</b>	<b>General Comments and Suggested Actions</b>
Theme 5	Promote volunteerism as a theme
Goal 5.1	<p>Create a pilot project that can be tested before further expansion is undertaken</p> <p>Promote talent we have within the community – existing talents in the private and public sectors</p> <p>Need to promote and utilize the talents that exist in the voluntary sector</p> <p>Promote volunteerism within the city</p> <p>Priority should be to improve relationship with federal and provincial levels of government</p> <p>Need to cooperate with ABCs and the University (post-secondary education)</p> <p>Frontline staff need training in customer service</p> <p>Open communications with other municipalities, and federal and provincial governments. Not just when a decision needs to be made. MP's should be required to personally attend a council meeting every 1-3 months</p> <p>Recognize that we cannot count on consistent/stable funding from the province and federal government</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Ensure healthy &amp; collaborative relationships across City departments</li> <li>- Create MP, MPP constituent offices in the new civic administration centre</li> <li>- Ensure more youth involvement in City issues by creating a special regional committee for youth with Kitchener, Waterloo and Cambridge to advocate for services as well as share information and partnerships</li> <li>- Increase and improve communications and collaborative exercises with other levels of government, agencies and volunteer organizations</li> <li>- Undertake electronic enhancements to the Amanda system to allow certain business license transactions to be conducted online</li> <li>- Consult adjacent municipalities about land expansion/annexing plans</li> <li>- Meet periodically with all levels of government to ensure that the City is aligned in terms of service delivery across the three levels of government</li> <li>- Set up all level government groups on the environment, energy, education, health, social services to break down silos and encourage creative solutions to common issues, public dialogue</li> <li>- Meet periodically with all levels of government to ensure that the City is aligned across the three levels of government</li> <li>- Enhance staff inter-municipal/industry and governmental networking opportunities</li> <li>- Lobby for more effective driver assessment and training for older adults</li> <li>- Partner with community agencies to ensure seamless delivery of services-no gaps</li> <li>- Explore networking opportunities</li> </ul>
Goal 5.2	Provide a new word for enhanced, determine what the actual descriptor is, what is the city trying to accomplish

Theme	General Comments and Suggested Actions
	<p>Rules and regulations of the city should enable businesses/volunteers/arts/culture for growth and foster their talent and potential, not stifle them</p> <p>Make it easier for lesser literate to locate information and illustrate how concepts are integrated. Stations at city hall with overlay transparencies so citizens can see where we are and projected final results would be helpful.</p> <p>Better communicate initiatives</p> <p>Citizens require more than an up-to-date website, many don't read the Mercury or have internet access</p> <p>City needs to do a better job of handling and responding to petitions</p> <p>Be organized and communicate significant changes effectively so that city staff are prepared for any public questions</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Re-assess Guelph's public involvement parameters, compare them to those of other municipalities and make improvements</li> <li>- Develop, review and evaluate a corporate communications strategy that places focus on active public involvement</li> <li>- Increase the number of municipal facility tours to youth groups</li> <li>- Provide enhanced customer service training for new staff</li> <li>- Further enhance current communication policies, processes and efforts to increase public awareness of local event and information: <ul style="list-style-type: none"> <li>Advertise public events and information on buses and make public newsletters available to public via e-mail (sign up on city website)</li> <li>Include an ongoing idea suggestion box on the City website and provide a daily or weekly blog from the Mayor and/or Council members on different issues, topics or events</li> <li>Hold more regular Ward forums and issue regular public surveys and referendums to allow Guelph citizens to have their say</li> <li>Continue to maintain, upgrade and better promote the city's website</li> <li>Ensure larger, more colourful advertisements and increase public awareness and understanding of the services their taxes provide</li> <li>Provide more information on emergency preparedness and planning efforts, environmental statistics, city successes and costs related to growth</li> <li>Target schools with facts and demonstrations</li> </ul> </li> <li>- Create a guidebook for the public regarding how to approach the city regarding common issues/concerns and how to interact/approach other levels of government</li> <li>- Enhance the electoral public participation process through a) increase in vote tabulator machines b) redefining voting machine thresholds, c) delivery of voter notification cards, d) increased staffing e) media communications on use of voter equipment</li> <li>- Draft new public notification procedures pursuant to the amendments to the Municipal Act</li> <li>- Conduct randomized surveys to prevent powerful groups from dominating the public discourse</li> <li>- Develop fact sheets/brochures for the public on how to apply to be a</li> </ul>

Theme	General Comments and Suggested Actions
	<p>member of Advisory committees and other related information</p> <ul style="list-style-type: none"> <li>- Facilitate coordination of the three levels of government on the intranet to prevent duplication</li> <li>- Create an annual City wide Forum to suggest new ideas</li> <li>- Improve election turnout and undertake enhancements in electoral public participation process through electronic strike off at voting locations</li> <li>- Fill the need to create a sense of pride in the community – e.g. a volunteer or community spirit awards program</li> <li>- Strengthen neighbourhood groups and establish a comprehensive cross-sector community think tank</li> <li>- Continue to improve staff awareness and understanding of residents' concerns</li> <li>- Further ensure enhanced use of standing citizen groups to help steer policy on matters of the environment and social services</li> <li>- Consider an annual city wide open house day to provide more information to the public</li> <li>- Hold referendums and public votes on local decisions</li> <li>- Develop promotional materials to inform and educate the public on services offered</li> <li>- Present Operations Department Master Resource Schedule to Council in 2008</li> <li>- Develop promotional activity to educate the public on services offered/provided</li> </ul>
Goal 5.3	<p>Include sense of <i>Financial Management</i> across the corporation          Ensure city programs and services are providing optimum service          Be a flat/broad organization, not a densely layered          Ensure consistency of policy applications          Undertake measures to enhance accountability for staff and Council</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Provide Council and the public with actual expenditures in addition to budget figures</li> <li>- Take measures to enhance accountability for performance throughout the entire Corporation. Measure and reward successful performance</li> <li>- Consider an external auditor (accountable only to Mayor &amp; Council)</li> <li>- Encourage patrons, contributions and donations</li> <li>- Create partnerships for parks, trees and trail maintenance, conservation, clean ups and snow removal</li> <li>- Devise financial models for purchasing and costing to promote citizen awareness of the city related expenditures</li> <li>- Increase the open communication regarding the city's financial planning and corporate policies with the public</li> <li>- Improve or maintain Guelph's credit rating</li> <li>- Assess audit service delivery to make sure it fits the vision of the City</li> <li>- Develop an integrated financial model</li> <li>- Master Resource Schedule – implement and revise, post-evaluate reports</li> <li>- Establish and implement Council-approved preventative maintenance cycles for all infrastructure assets</li> <li>- Establish council-approved levels of service</li> </ul>

Theme	General Comments and Suggested Actions
Goal 5.4	<p>Build on/promote public participation  Partnerships and communication with the media  Stated expectations of county/provincial bodies  Challenge the OMB through concentrated effort and consistent effective policies  Remove “customer” service excellence from the goal’s unpacking  Customer service is most important. People with good people skills to talk and greet the public. Human contact always outweighs electronic communication</p>
Suggested Actions	<p>Regularly train elected and city officials on activities, tasks and services to be conducted</p> <ul style="list-style-type: none"> <li>- Include youth suggestions in decision making</li> <li>- Ensure regular professional development of City staff</li> <li>- Consider changing departmental business hours that are more in tune with the public’s needs (beyond 4:30 so people can get there after work)</li> <li>- Develop a customer service strategy that includes service standards</li> <li>- Adopt a service review framework for regular and ongoing review of city programs and services</li> <li>- Report regularly on progress related to achievement of the strategic plan goals to both staff and the community</li> <li>- Identify and report on key performance indicators for programs and services and regularly communicate results to staff and the public</li> <li>- Create a City ‘one-call’ number linked to call centre</li> <li>- Establish after hours answering machine service – provided through a City Call Centre</li> </ul>

## **THEME 6 – Natural Environment**

<b>Theme</b>	<b>General Comments and Suggested Actions</b>
Theme 6	<p>How can natural environment be used to promote/enhance recreation</p> <p>Mention of protecting habitat for animals, but mention how it can be an asset for humans also (without exploiting it)</p> <p>Absence of mention of air quality and herbicide-pesticide usage and local regulation</p>
Goal 6.1	<p>Achieve goals and still have a sustainable water supply</p> <p>Get the public excited about being environmentally conscious and active</p> <p>This is a very contentious issue that needs to be well managed</p> <p>Water quality is under the provincial government’s mandate</p> <p>Unrealistic when considering development, if Guelph wants to continue to develop, the current supply will not sustain that growth – change will be necessary</p> <p>We need to rethink water we give away or sell. We are growing fast. Let’s not wait until we have a crisis.</p> <p>Reduce chlorinization of the water</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Pursue alternatives for an increased water supply</li> <li>- Encourage responsible use – promote Water Wise program and enforce it</li> <li>- Establish a regional policy regarding the region’s water supply</li> <li>- Discourage bottled water at municipal locations</li> <li>- Improve relationships with businesses in the community to maintain our high standards with respect to water (bottled water)</li> <li>- Expand testing of lead in home water source (lead pipes)</li> <li>- Lower the idling by-law and enforce it</li> <li>- Review the current sale of water</li> <li>- Encourage native ground cover instead of high maintenance lawns and find a replacement for road salt</li> <li>- Meet demands for water from local supply and conservation</li> <li>- Grey water as valuable resource for use in sports fields, park areas, street sweeping and sanitary sewer flushing</li> <li>- Park irrigation implemented and based on evapotranspiration trees</li> <li>- Enhance skill level of Operations staff to act as Environmental Protection Officers (EPOs) during spill responses on Right of Ways (ROW)</li> </ul>
Goal 6.2	<p>More emphasis required on the tree canopy – need a large volunteer effort</p> <p>Parks need to be improved, few structures and more trees/foliage</p> <p>Mature trees (incentives for green city)</p> <p>Harness local volunteers</p> <p>Earth Day Canada: work with organizations to promote/protect the environment</p> <p>Parkland should be a developmental priority</p> <p>City needs its own environmental corridor</p> <p>Current tree canopy is commendable, worth protecting, city should encourage new developments</p>

Theme	General Comments and Suggested Actions
	<p>Great idea to have grass area in from of city hall to allow future optional development</p> <p>Theme lacks any mention of air quality - should include this issue</p> <p>Save the trees please</p> <p>Downtown needs more trees as well as parklands</p> <ul style="list-style-type: none"> <li>- Introduce a municipal levy on water delivery to pay for environmental services, naturalization and land securement to protect water quality and quantity</li> <li>- Reduce the amount of chlorine in the drinking water, ensure reduced run off and begin grey water harvesting</li> <li>- Prevent residents mowing their grass to the edge of the rivers and streams</li> <li>- Communicate and collaborate with the province to develop more appropriate water treatment regulations for Guelph</li> <li>- Ensure permeable paving</li> <li>- Develop a water strategy for the long term that includes ensuring permeable paving, work in consultation with the University and communicate to the public</li> <li>- Work with governments and business to enhance water conservation practices, reduce groundwater contamination hazards and water diversion for profitable gain</li> <li>- Provide a subsidy for rain barrels to collect storm water to be used for watering plants, lawns etc. Also provide and promote the use of cisterns/rain barrels for residences (i.e. the blue box idea)</li> <li>- Promote a U of G study on alternative methods of embalming/preservation to protect against leaching into the public water supply</li> </ul>
Suggested Actions	<ul style="list-style-type: none"> <li>- Provide a rebate on taxes for trees planted by homeowners and businesses</li> <li>- Work with the Conservation Authority, NGO, volunteer and neighbourhood groups to coordinate tree planting efforts throughout the City</li> <li>- Establish ongoing annual plantings (e.g. have a city tree day where saplings are given to residents)</li> <li>- Provide public education programs/guidelines on where to and not to plant trees</li> <li>- Create a strong tree-protection by-law and plant more city gardens</li> <li>- Offer a subsidized tree planting service to encourage residential landowners to plant native trees in appropriate locations on their property</li> <li>- Work with corporate partners to encourage greening on corporately owned lands and change municipal rules to encourage developers to maintain more native vegetation during construction</li> <li>- Introduce a tree cutting by-law to reduce the loss of our urban woodlots</li> <li>- Identify lands on public property that can be naturalized or enhanced and create a dedicated area of forest in the south end</li> <li>- Develop educational programs to improve understanding of the importance of this goal</li> <li>- Plant trees 10-15 years before old growth needs to be replaced and encourage trees in parking lots to reduce occurrence of heat island effect</li> </ul>

Theme	General Comments and Suggested Actions
	<ul style="list-style-type: none"> <li>- Establish a tree, shrub and other vegetation/flower strategy for the City and get schools and communities involved in providing free material and supervision assistance by area</li> <li>- Create small parkettes on brownfields that cannot be developed</li> <li>- Incorporate trees into the city's official plan and create a formal tree registry</li> <li>- 30% of Guelph lands supported by tree coverage</li> </ul>
Goal 6.3	<p>Need to get wet-dry centre back on track  3 bag system is positive  Address the landfill issue  Focus on resources, materials and enforcement  Use new/better technologies, don't just repair  Implement progressive rules on recycling  Need a long term commitment to waste management  Make sure that actions developed are possible/realistic  Innovative must also be practical  Need to have interconnectivity  In the goal statement, need to have clearer idea of what leadership means  Spend less on River Run and entertainment for maybe a 3-5 year period, and spend those funds to get us up and running again.  People are starting to go back to their old ways.  Re-establishing ourselves as leaders in waste management is a priority</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Maintain use of bio-diesel for city vehicles</li> <li>- Resolve issues at the wet recycling plant and investigate whether or not the facility can be used to generate hydro</li> <li>- Investigate incineration as an option</li> <li>- Provide a waste reduction guide/programming for small businesses and children</li> <li>- Encourage energy alternatives includes wind, solar, thermal insulation as well as smaller homes</li> <li>- Replace Green bag with a Green bin</li> <li>- Make all civic administration buildings green with roof top gardens, more trees, light bulbs, natural lights and insulation</li> <li>- Consider by-law requiring restaurants/business/ apartments to recycle</li> <li>- Consider a shelter (picnic type) to house re-usable items at landfill site for any citizen to reuse (i.e. file cabinets/desks bikes etc)</li> <li>- Provide trash cans in parks to reflect green (recycling – 3 stream)</li> <li>- Ensure greater use of laptops/ overheads – to reduce us of photocopies (council / agendas / JJEC )</li> <li>- Provide a telecommuting option of City employees</li> <li>- Accelerate energy conservation efforts and offer green power alternatives through Guelph's stake in Guelph Hydro</li> <li>- Consider alternative delivery methods for pay stubs that are economical and environmentally beneficial</li> <li>- Recognize environmental priorities relating to citizen's health and safety</li> <li>- Place restrictions on high CO2 emitting vehicles</li> <li>- Create a city landfill and incentives to encourage local producers/manufacturers to reduce the packaging/waste associated</li> </ul>



Theme	General Comments and Suggested Actions
	<p>with their products</p> <ul style="list-style-type: none"> <li>- Have local businesses accept their own packaging/waste back</li> <li>- Establish an energy efficiency policy for the City</li> <li>- Implement a more intensive recycling program for plastics and direct it towards businesses</li> <li>- Plan waste facilities into the long term</li> <li>- Foster cutting edge recycling strategies and integration of businesses that use recyclables and low carbon emissions technologies</li> <li>- Investigate integration of green community developments that share common garage roof solar power as a longer term strategy with education</li> <li>- Provide the price of recycling and environmental cost should be included in products</li> <li>- Encourage Socially Conscience Companies – the UN is developing guidelines/standards for social, environmental, HR standards for all companies – share the information with citizens</li> <li>- Community energy plan needs to be a guiding document in completing the official plan</li> <li>- Encourage solar panel retrofits</li> <li>- Explore alternate opportunities to dispose of dog waste collected in parks</li> <li>- Continue asphalt grinding recycling operations</li> <li>- Introduce public self-bagging leaf collection program</li> <li>- Establish in-house concrete recycling operation should volumes generated permit</li> </ul>
Goal 6.4	<p>Possibly tie into Goal 6.1 regarding water supply  Old growth forests have been destroyed in both east and west sections of the city it is truly sad  City should support environmentally friendly initiatives  If the land at former Ontario Reformatory is going to be used, put something that would compliment our U of G agriculture and perhaps scientific studies facilities - not more homes</p>
Suggested Actions	<ul style="list-style-type: none"> <li>- Balance development with protection of the natural environment:  Ensure greater limits on outward expansion, further encouragement of development within existing residential and industrial/commercial areas i.e. build up, not out  Plan the City's ecological infrastructure with experts and interested parties  Revitalize the areas around our rivers and establish an environmental impact tool for decision-making</li> <li>- Restrict development on agricultural "A" land</li> <li>- Strengthen partnership with the GRCA on jointly managed parks</li> <li>- Determine fishery goals for protection of our streams with the MNR</li> <li>- Encourage individual's to take personal responsibility for the environment</li> <li>- Attempt to rehabilitate and renaturalize the tributaries to and main braches of the Speed and Eramosa Rivers</li> <li>- Conduct rehabilitation projects looking for natural solutions to end of pipe water quality issues – avoid the use of non-native species near natural areas</li> <li>- Look to innovative rehabilitation projects where appropriate</li> <li>- Encourage more community earth days to involve everyone and</li> </ul>

Theme	General Comments and Suggested Actions
	<p>keep the neighbourhoods clean</p> <ul style="list-style-type: none"> <li>- Have private sector businesses get involved in tree plantings and building animal sanctuaries</li> <li>- Create an action plan to encourage private businesses to become increasingly active and publicly involved in protecting Guelph's environment and reducing the waste they produce</li> <li>- Employ qualified foresters on city staff</li> <li>- Guelph to achieve a 4 star rating on the U.N.'s Urban Environmental Accords</li> <li>- Increase park naturalization</li> <li>- Encourage backyard habitat creation</li> <li>- Review trails development standards to minimize impact on natural areas</li> </ul>

## **Conclusion**

Throughout the validation phase of the 2007 strategic planning process numerous suggestions for improving the draft goals of the strategic plan as well as a variety of ideas for actions to achieve those goals were voiced by staff and the broader community. The information captured will be examined closely and provided to Council and the Senior Management Team for consideration before the strategic plan is finalized.

Once formally approved, the plan will reflect the community's long term vision for the future and the City's role in supporting that vision. The strategic plan will be used as an ongoing priority setting, decision-making and management tool that will enhance organizational effectiveness and continue to demonstrate accountability to the community.